



*Using the emerging technologies of today for the sustainable futures of tomorrow*

**Proposal by  
Neponset Cooperative Trust**

In Response to  
**Former Boston State Hospital Parcel**  
Request For Proposals

October 14, 2019



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## **SECTION 3-3 | LETTER OF TRANSMITTAL**

Neponset Cooperative Trust  
c/o CERO  
PO Box 220231  
Boston 02121

**Letter of Transmittal**

October 14, 2019

Ms. Carol W. Gladstone, Commissioner  
Commonwealth of Massachusetts  
Division of Capital Asset Management & Maintenance

Dear Ms. Gladstone,

Enclosed herewith is the copy of the Neponset Cooperative Trust proposal for the purchase and redevelopment of 10 acres of the former Boston State Hospital.

The institutions behind the Neponset Cooperative Trust are passionate about the economic development and the environmental well-being of low-income communities in the Commonwealth. All members of the team have a long history of serving the community, employing members of the community, and most importantly advocating for economic, social, and environmental justice in our communities.

The proposal is a direct response to the need to preserve small local businesses that are the engine of job creation for our community members. Those businesses have been facing ever escalating lease costs and several are at risk of being displaced out of Boston, putting at risk a great number of jobs that members of our communities rely on to support themselves and their families.

Our proposed Green New Deal Innovation Center will provide affordable operating space for local businesses, substantial space for workforce development and certificate education, and will showcase industries that promote healthy fresh food and environmental benefits in our community.

The interest and consideration of environmental justice and economic equity you are demonstrating is acknowledged and appreciated.

Sincerely,

Lorel Holmes

Cc: Advisory Board Members  
Neponset Cooperative Trust

## **SECTION 3-4 | PROPOSAL COVER SHEET**



## Appendix L

### PROPOSAL COVER SHEET

#### Former Boston State Hospital Campus Site Redevelopment Proposal

Attached is a proposal for the purchase and redevelopment of the remaining 10 acres of the former Boston State Hospital Campus in Boston, Massachusetts. The undersigned proposes to purchase and redevelop the property from the Commonwealth of Massachusetts upon the terms and conditions specified in this proposal.

I agree that all expenses related to the preparation of this proposal, including any costs related to any brokerage or third party representation engaged by the proposer, are at the proposer's sole expense.

I have read, understand, and agree to comply with the terms and conditions set forth in the Commonwealth's Request for Proposals dated 22 May 2019.

I have attached five (5) original hard color copies of the proposal along with an electronic version of the complete proposal (submitted on a flash drive) of the proposal for the purchase and redevelopment of the remaining 10 acres of the former Boston State Hospital Campus Site.

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

Print Name: Lor Holmes\_\_\_\_\_

Organization: Neponset Cooperative Trust\_\_\_\_\_

Address: CERO, PO Box 220231, Boston 02121\_\_\_\_\_

Telephone: 617.291.5855\_\_\_\_\_

All proposals must be accompanied by a deposit of \$10,000.00 in the form of a certified cashier's, treasurer's or bank check made payable to the Commonwealth of Massachusetts. Proposal deposits will be held by DCAMM in a non-interest-bearing escrow account. The \$10,000.00 deposit paid by the Designated Developer(s) shall be nonrefundable upon execution of the PDA, except as may otherwise be provided in the PDA and/or LDA. Deposits will be returned to non-selected proposers after selection of Designated Developer(s).

## **SECTION 3-5 | TOTAL CONSIDERATION**



The Green New Deal Innovation Center will bring direct economic and environmental benefits to the community.

### **Economic Benefits:**

The GDIC cannot be a resource for the community unless it offers upward financial mobility for the community members. The Center will offer that mobility via job creation, job training, and professional certificate programs.

#### ***1- Preservation of Local Small Businesses:***

The economic benefits will extend beyond the economic activity that the construction phase will generate. As a business park, the Center will provide operating space for local businesses that are at risk of dislocation from Boston, thereby preserving the jobs, wages, and consumption capacity of at least 172 current workers that come from the community.

Boston Mayor Martin J. Walsh stated in 2016 that “Equity is not only essential to achieving a just society, but it’s also a strategic imperative for our economy.” A year prior to his statement the Federal Reserve Bank of Boston published a report titled the Color of Wealth in Boston showing that white households in the Back Bay neighborhood of Boston have a median net worth of \$247,500 while black households in Roxbury have a median net worth of only \$8 despite a distance between the two neighborhood measuring only one mile .

While the inequity in Boston is the result of the confluence of several factors, maintaining a supply of good-paying jobs remains the most effective remedy. Stable income expectations make it possible for a household to maintain good banking relationships, acquire a home, and put itself on a path to wealth building. The stability of income expectations in Boston’s low income neighborhoods is threatened by the falling affordability of commercial and manufacturing real estate in those neighborhoods. The success of the technology, life sciences, and financial services industries has resulted in a growing number of high income new Bostonians - individuals and households seeking home ownership opportunities in Boston’s tight real estate market. It has also resulted in a growing number of well-supported and VC-funded startup and operating companies vying for a shrinking stock of office space. Labor and trade businesses located in communities where employees live and work are rapidly declining to this “new economy”.

Real Estate developers have seized on the opportunity and have expanded the stock of housing and commercial real estate into low income neighborhoods and communities of color. This encroachment has caused lease rates to rise to the point where small manufacturing operations are no longer able to afford to remain in Boston. According to Cabbot and Company, asking rents in the Roxbury/Dorchester area were \$22.66 per square foot in 2019. Lease rates greater than \$20 per square foot have become the norm in an area where businesses that don’t operate in new economy sectors require rates lower than \$15/sf.

The current state of the industrial real estate market is putting at risk a significant number of Boston small manufacturing businesses that are the generators of jobs for the community. Without a stable place of operation, it is not possible to expect improved job creation.

The GDIC will be the campus that hosts small manufacturing businesses that are being displaced by Boston's real estate market conditions. It will offer lease rate at a significant discount to market rates and an escalation mechanism that reflects the business conditions of the member businesses. Campus businesses would offer products to the consumers, who could come and purchase local homemade artisan products, similar to the "retail outlet" concept but for locally produced products direct from the producer.

Here is a list of a few local Boston Companies that would be tenants or owners:

- Commonwealth Kitchen
- About Fresh/ Fresh Truck
- Chinese Golden Age

This campus would allow for companies to own their building and stabilize their costs to remain in the City of Boston. These companies service and employ Boston.

## **2- *Preservation of Local Small Businesses:***

The economic benefits are also captured by the workforce training opportunities made available to the community in the Learning Center. Those opportunities include several certification programs in industries that are in high demand such as hydroponic technicians and anaerobic digestions technicians. The Learning Center will train and certify at least 20 technicians each year. While the businesses located in the Center will not be able to absorb all the students that graduate from the Learning Center, the certificates will have the brands of recognized and highly respected academic institutions and will provide those students with the mobility they need to seek high-paying jobs around the Commonwealth and the country. We note that the national average wage of a hydroponic technician is between \$35,000 and \$90,000. Additional training in data analytics increase those wages materially.

The Learning Center will contain classroom and practicum spaces to train technicians and managers in the following professional areas:

- Hydroponic Technicians
- Hydroponic Operations Managers
- Anaerobic Digester Technicians
- Heavy Equipment Operators
- Culinary Training and Food Handling Services
- Food Service Management (retail, wholesale, catering, restaurants)
- Entrepreneurial and Business Development
- Urban Farming

The development team has received the support of several educational institutions and training centers, including University of Massachusetts Amherst Extension faculty members, Impact BioEnergy, and Commonwealth Kitchen. The team is also exploring partnership opportunities with the Roxbury Community College and other local institutions to provide academic and professional training and certificate education programs.

**Environmental Benefits:**

The Executive Office of Energy and Environmental Affairs (EOEA) in the Commonwealth of Massachusetts states that “Environmental Justice (EJ) is based on the principle that all people have a right to be protected from environmental pollution and to live in and enjoy a clean and healthful environment. EJ is the equal protection and meaningful involvement of all people with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies and the equitable distribution of environmental benefits.”

It is this principle that motivates and guides our project. Multiple studies commissioned by the EOEA have demonstrated that “low income and minority communities have historically been and continue to be disproportionately affected by environmental degradation and denied equal access to environmental benefits.” A Northeastern University study of the dispersion of ecological burden of communities in the Commonwealth found that Roxbury, Dorchester, Mattapan, and Hyde Park placed in the lowest quartile among 362 communities in the State Environmental Ranking . The same report concluded that individuals living in communities of color are twenty times more likely to be exposed to high cumulative environmental hazards.

The GDIC will improve the environmental conditions of the community in the following concrete ways:

- The Center will complement the Nature Center by maintaining an expanded open, inviting, and well-maintained green space in an area that has experienced a significant increase in housing construction and development activity. The World Health Organization describes green spaces as “fundamental to urban centers in that they provide refuge from noise, produce oxygen, filter out harmful air pollution, including airborne particulate matter, and moderate temperatures.”
- The Center will contribute to meaningful reductions in carbon emissions by closing the food loop: from agricultural food production, to food manufacturing, to the anaerobic digestion of food waste along with the utilization of the residual heat and energy, while delivering healthy, fresh, and locally grown food. The food loop will operate as follows:
  - Mattapan Harvest Greenhouses will operate 46,000 square feet of hydroponic greenhouse space and will produce different varieties of lettuce and small vegetables year-long that will supply both the colocated food manufacturing business, City Fresh Food, and the neighboring grocery stores, therefore providing healthy and fresh produce to the community and reducing the carbon footprint of that food.
  - City Fresh Food is a Roxbury-based business that is on a mission to make our community healthier by delivering fresh, wholesome meals to organizations throughout the Boston area, by educating and advocating for more nutritious food choices, and by building sustainable careers for its dedicated staff and local growers.
  - CERO Cooperative provides business-to-business food waste diversion services and will receive the food waste from the colocated food businesses, from the community, and from its own collection services. The food waste will be processed in its on-site anaerobic digester to recover methane and to produce heat and electricity. The process will also produce compost to create solid and liquid plant nutrients for the greenhouses. The electricity generated by the anaerobic digester will supply a portion of the electricity needs of the entire Center.

The GDIC will also help the City of Boston meet its own Zero Waste initiative requirements. The 2019 update to the Boston Climate Action Plan highlighted the Zero Waste Boston initiative, which aims to divert at least 80 percent of the City’s waste from landfills and municipal solid waste combustors by 2035. The Zero Waste Boston strategies could reduce carbon emissions from waste disposal by 60 percent. CERO Cooperative, inspired to address climate and waste reduction goals, has diverted 12 million pounds of food waste to compost, which is then returned to support the agricultural food economy. For every ton of food waste composted with CERO, 0.71 tons of CO<sub>2</sub>e from landfilling emissions are avoided, and 0.24 tons of CO<sub>2</sub>e are returned to the soil via carbon sequestration.

## **SECTION 3-6 | DEVELOPER INFORMATION**

The Neponset Cooperative Trust (NCT) is an unincorporated association whose members intend to register the entity as a cooperative corporation in the Commonwealth of Massachusetts for the purpose of developing and managing the Green New Deal Innovation Center (GDIC) in Boston.

NCT will be organized as a cooperative corporation owned by member entities that will locate their operations in the GDIC. Membership in the cooperative will be limited to local business enterprises and social enterprises whose operations inherently produce positive impact on the environment, the community, and the local economy.

The management and administration of NCT is currently the responsibility of the Advisory Board, which consists of the initial companies that will move their operations to GDIC or the entities that have contributed substantially to the development of NCT. Those member entities are:

- CERO Cooperative
- City Fresh Foods, Inc
- Hurst Landscape
- Mattapan Harvest Cooperative
- Commonwealth Kitchen
- Westland Gate Capital, LLC

**A. Proposer's Name: The Neponset Cooperative Trust**

Address: CERO, PO Box 220231, Boston 02121

Telephone Number: 617.291.5855

Authorized Representatives: Lor Holmes, Sheldon Lloyd, David Hurst, Amine Benali

Senior Person (contact): Lor Holmes

**B. MBE/WBE status:**

Company	Representative	Certifications
City Fresh Food, Inc.	Sheldon Lloyd	MBE, DBE, ABDCE
Hurst Landscape and Site Services, Inc.	David Hurst	MBE
Nitsch Engineering	Judith Nitsch	WBE

**C.**

The Neponset Cooperative Trust is currently an unincorporated association of the member entities listed above. The members of NCT have committed to form and register the trust upon successful outcome of this RFP.

**D. Primary Responsibilities of Development Team Members:**

INDIVIDUAL	ENTITY	RESPONSIBILITIES
Lor Holmes	CERO Cooperative	Community Engagement, Anaerobic Digester Development
Amine Benali	Westland Gate Capital, LLC	Capital Advisory, Financing, Business Development
Sheldon Lloyd	City Fresh Food, Inc.	Community, Development, Capital Raising
David Hurst	Hurst Landscape and Site Services, Inc.	Landscape Design and Construction
Jocelyn Tremblay	JCT Designs	Conceptual and Schematic Designs
Jennifer Pinck	Pinck and Co, Inc.	Real Estate Development, Project Management
Judith Nitsch, PE	Nitsch Engineering	Civil Engineering, Multidisciplinary Services
BR+A	Patrick Duffy	MEP

**CERO Cooperative - Lor Holmes:**

Lor is the leader of the development team and the project coordinator. She has led development of internationally recognized CERO Cooperative, a social enterprise and environmental leader creating employment and green industry opportunities recycling organic waste. With more than 20 years leading nonprofit and private community economic development initiatives, Lor founded small business initiatives in Boston and established HarborCOV in Chelsea, where she built the first-in-the country permanent housing (27 units) for survivors of domestic violence. Chelsea developments also include a childcare and economic development center and a community based multi-service center, with emergency shelter and transitional housing.



Lor has been working for environmental and social justice in Boston for decades. She has advocated for legislation that closes the food-loop by diverting organics from the waste stream, leading to the Food Waste Ban that was enacted by The Deval Patrick Administration in 2014.

Lor brings to bear the professional experience with food waste diversion and processing, the experience of managing employee-owned private business enterprises, and the experience of organizing multiple stakeholders to produce positive outcomes.



**Westland Gate Capital, LLC - Amine Benali:**

Amine is the founder of Westland Gate Capital, a capital advisory firm that supports disadvantaged business enterprises in the Commonwealth. Amine is a CFA and has 20 years of experience managing investment portfolios with over \$5 billion in assets, specializing in large natural resources projects globally.

Amine has worked with Community Development Financial Institutions (CDFIs) that support cooperatives and disadvantaged business enterprises since 2014. His work with the Local Enterprise Assistance Fund (LEAF) has led to the financing of over \$10 million. LEAF has leveraged over \$150 million in financings to Cooperatives and minority and women-owned enterprises.

Amine brings the capital planning and investor relationships needed to complete the financing of the project.



### **Pinck and Co, Inc. – Jennifer Pinck:**

Founded by Jennifer Pinck in 1998, Pinck & Co. was launched with a mission-based focus to help build better communities and primarily serve the affordable and senior housing markets.

Today, Pinck & Co. has a diverse and robust portfolio that includes projects in the education, health care, multi-housing and institutional sectors. We work with nonprofits, public entities, municipalities, and institutions to provide planning, design coordination, real estate development consulting, and project management oversight during all phases of capital projects.



Our staff is diverse and accomplished in their fields, bringing to every project real-world practical experience as architects, engineers, financial development experts, and construction managers.

### ***Example projects:***

#### **The Brewery Small Business Center, Jamaica Plain, MA**

Pinck & Co. was OPM for the renovation of the Main Block at the historic Haffenreffer Brewery in the Jamaica Plain neighborhood of Boston. In addition to historical preservation considerations, the complex had drastically uneven floors, unusually shaped buildings, 4-foot drops between building floor alignment and cavernous rooms. The project created mixed-use commercial spaces, housing multiple tenants such as restaurants, a gym, and offices. Funded by Historic Tax Credits and tenant lease conditions, the project was also subject to Boston Landmark approval.



- Complete: 2009
- Construction Value: \$5.3 M
- Architect: Baker | Wohl
- Contractor: Commodore Builders

#### ***Boston Collegiate - Mayhew Street, Dorchester, MA***

Pinck & Co. is OPM for the BCCS's two additions to their existing middle and high school building. The Cafetorium addition will be an approximately 2,750 SF, double height multi-purpose space located at the rear of the property. The Classroom addition will be a 9,300 SF addition, 3 1/2 story space with three levels of classrooms and accommodations for parking beneath, located at the front of the property attached to the original school. The project will include renovations to some adjacent existing spaces to accommodate the additions. The 2004 entrance lobby will also be modified to create an accessible lower lobby leading directly into the new assembly space.



- Complete: 2018
- Construction Value: \$9.5 M
- Architect: Miller Dyer Spears

***New England Center & Home for Veterans, Boston, MA***

Pinck & Co. was OPM for the multi-phased reconfiguration, improvement and repair of space within this occupied housing facility in downtown Boston to enhance and expand NECHV's services and create more permanent supportive housing. The Project consolidated program/ service space, offices, and building support space on the lower floors to be more accessible from the street. A 4,800 SF extension of the Mezzanine level increased the total occupied area within the building. This more effective use of the existing building created room for thirty five (35) additional efficiency apartments as well as a separate space for Women Veterans' permanent housing.



- Complete: 2017
- Construction Value: \$23.7 M
- Architect: Tise Design
- Contractor: Consigli Construction

### **Nitsch Engineering – Judith Nitsch:**

Nitsch Engineering specializes in providing civil engineering, land surveying, transportation engineering, structural engineering, green infrastructure, planning, and GIS services. Since 1989, we have worked with academic clients, developers, corporate and institutional owners, public agencies, architects, and other design professionals on major private development and public infrastructure projects in 21 states and five countries. We are listed on the Boston Business Journal's Top 25 Engineering Firms in Massachusetts.



Nitsch Engineering is proud to be the largest Women-Owned Business Enterprise (WBE) civil engineering firm in Massachusetts, and are certified as a WBE in the states of Pennsylvania and Virginia. Nitsch Engineering is also certified as a WBE by the Women's Business Enterprise National Council (WBENC).

### ***Example Projects:***

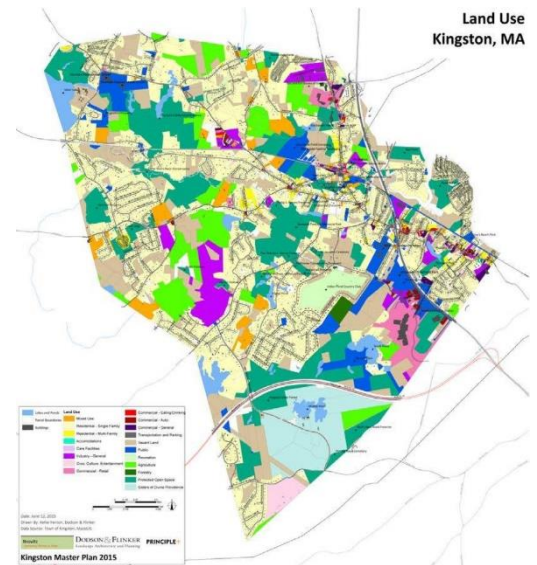
#### ***Town of Kingston Master Plan Update / Kingston, MA – 2015 (sustainable project)***



Nitsch Engineering provided infrastructure and sustainability analysis to help the Town of Kingston update their Comprehensive Master Plan. As part of the planning team, we reviewed the existing data related to transportation, water, sewer, and stormwater infrastructure; and we prepared recommendations that can be implemented as Kingston grows. Our recommendations focused on the implementation of green infrastructure and climate mitigation strategies, and assessing future transportation capacity needs.

Nitsch Engineering reviewed available demographics and traffic counts, and determined growth trends over time. We studied town-wide crash information to identify safety deficiencies at locations that would benefit from improvements. After collecting and analyzing this data, we recommended strategies that would help the Town achieve its goals of increasing livability and walkability, and improving access to transit.

The planning process included a thorough public participation component. Nitsch Engineering participated in a three-day charrette in Town Hall, helping to educate the public on the possibilities for stormwater and transportation infrastructure improvements.





### ***New Bedford Industrial Park / New Bedford, MA (sustainable project)***



Nitsch Engineering, working with MassDevelopment, has performed preliminary and due diligence services regarding the redevelopment of portions of the Whaling City Municipal Golf Course into an industrial park. The existing golf course site contains significant elevation changes which presents challenges for locating road alignments and building pad sites with parking. In order to limit



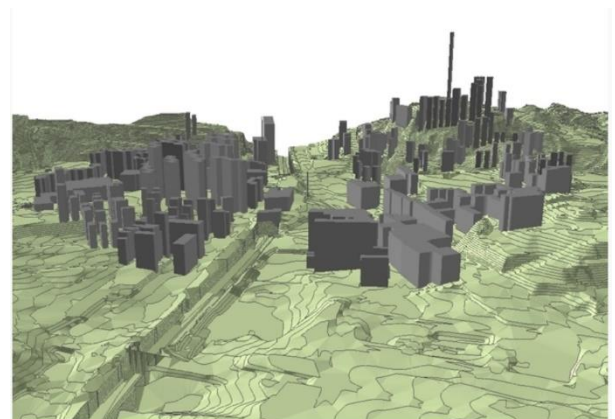
construction costs related to earth moving and retaining wall construction, we developed scenarios with a strong focus on minimizing earthwork quantities. Using the SiteOps Land Development tool to locate proposed roads and building sites we were able to quickly and efficiently examine different scenarios and assess them for earthwork costs.

The golf course is a significant open space and recreational resource for the City of New Bedford, and the City is committed to preserving portions of the golf course to the maximum extent practicable. Therefore, Nitsch Engineering – in collaboration with the project’s golf course architect – has developed layouts that will maximize the preservation of the existing golf course as well as provide space to reroute the golf course when necessary. Additionally, the project also includes significant permitting challenges. It remains in the preliminary phase pending approval from the City.

### ***Jackson Square / Jamaica Plain, MA (sustainable project)***



Nitsch Engineering is providing land surveying, civil and transportation engineering services for the four-phase redevelopment project. We provided boundary retracement and existing conditions surveys for 27 acres in the area, including the 11-acre site. Our engineers then began work on the Phase 1A Infrastructure, which was completed in the fall of 2011, to support the area’s new mixed-use buildings (residential condominiums and retail space).



Nitsch Engineering used Low Impact Development principles to develop the site; the development will include green roofs, re-use rainwater, and utilize other sustainable design techniques. We designed roadway infrastructure improvements for five streets in the area: Columbus Avenue, Centre Street, Amory Street, the MBTA busway, and Ritchie Street. We also prepared design documents that include new curb alignments, sidewalks, street lights, and median dividers.

When complete, the 14-building, \$250 million project will include 436 housing units, 61,200 square feet of retail/commercial, 13,500 square feet of office space, 66,500 square feet of community facilities, and open space. As part of the first phase of this project, Nitsch Engineering provided civil engineering

services for the development of a 103-unit mixed-use development at 225 Centre Street, which opened in September 2013.

### **BR+A – Patrick Duffy**

BR+A has a history of proven success with some of the world's most respected and highly regarded organizations. Our experience spans every aspect of the built environment, and we offer each client our passionate commitment and creativity—as well as extensive knowledge of engineering codes and best practices.

We are a firm that thrives on repeat clients. We credit this not simply to engineering excellence, but also to our steadfast commitment to work shoulder-to-shoulder with owners, construction management, and design teams. It's how we find innovative, cost-effective, and appropriate solutions to every challenge.



### ***Example Projects:***

#### ***Harvey***

#### ***Boston Children's Hospital, Hale Family Clinical Building / Boston, MA***

585,000 GSF clinical expansion of the Longwood Medical Area Campus to address the critical capacity needs of the hospital. The 11-story tower (plus four below-grade levels) will be the largest building in Boston Children's history, providing a new cardiac center of excellence as well as the replacement of double occupancy patient rooms with single patient rooms. Additionally, the building will include a replacement NICU, clinical and logistical support services (such as lab, pharmacy, and dietary), as well as a variety of interior and exterior green spaces for patients, families, and staff. A one to two-story sky bridge will connect the Hale Building to existing hospital bed floors on campus.

#### ***Boston College, Stuart House Boiler Plant / Boston, MA***

MEP engineering design and construction administration for the replacement of the existing Stuart House Boiler Plant, the central steam plant for Boston College's Newton Campus. Project included the replacement of; existing low-pressure steam boilers and all auxiliary equipment; existing low-pressure steam, condensate return, all auxiliary piping associated with the boiler system; existing boiler breeching and combustion air-intake system; and the integration of the DDC controls for the new boilers and auxiliary equipment. Also included an initial complete cogeneration feasibility study analyzing the Newton Campus' electrical and thermal annual load profiles.

#### ***Bell Hospital, Ahu Master Plan / Kansas City, KS***

Master planning efforts for the replacement of twenty (20) air handling units at The University of Kansas Hospital (TUKH), a world-class academic medical center. Generally, the units requiring replacement serve critical spaces that must remain functional, such as operatory and imaging suites, requiring strategic approaches to minimize outages and downtime. Our efforts will provide TUKH with a long-term plan extending over 10 years for a systematic, yearly upgrade



of air handling units and associated components. In addition, we evaluated code required airflow, building load and life cycle cost analysis, anticipated maintenance schedules and budgets. In addition, hot and cold deck distribution is prevalent throughout the hospital. Our efforts involved providing new distribution strategies and efforts to convert these systems to primary supply and return with hot water reheat. Moving forward, this plan will provide a roadmap to modernize Bell Hospital.



### **Mark Foster Gage Architects / MFGA llc - Mark F. Gage:**

Mark Foster Gage is an internationally recognized architect, writer, and associate professor at the Yale School of Architecture where he has taught and conducted architectural research continuously since 2001. For nearly two decades his New York City firm, Mark Foster Gage Architects, has combined his theoretical speculations with the use of emerging technologies and materials into pioneering and celebrated projects. Gage's work has been exhibited in numerous museums internationally including the MoMA, The Museum of the Art Institute of Chicago, The High Museum of Art in Atlanta, The National Gallery of Art in Japan, The Hiroshima Museum of Contemporary Art, The Frac Center in France, The Franz Mayer Museum in Mexico City, and the Venice, Beijing, and Prague Biennales. His work has been featured in most major architectural publications as well as Vogue, Newsweek, Fast Company, Wired, USA Today, The New York Times, New York Magazine, Harper's Bazaar, Surface, and a recent twenty-five page feature in A+U. Television coverage of his work has been produced for PBS, Fox, and MTV, and he was recently the subject of a documentary segment on the Travel Channel China's program 'Go as Far as You Can' which focuses on international innovators in creative fields.



Mr. Gage has written extensively on architecture, technology and aesthetic philosophy in both popular and scholarly publications including The Journal of Architectural Education, Volume, Fulcrum, Mole, ArchiStorm, A+U, Perspecta, Agora, AD/ Architectural Design, and Log, where he was also the guest editor, with Florencia Pita, of Issue #17 which focused on the subject of affect in architecture. In 2015 he contributed a comprehensive text about architectural identity titled "Architecture, Branding, and the Politics of Identity" to The Routledge Handbook of Architecture and Design.

### ***Example Projects:***

#### ***Harvey Milk Plaza & Arts Grotto / San Francisco, California - 2017***

A common characteristic of great cities is that they are not mere collections of buildings, but often sites of social and political revolution. The story of Harvey Milk and San Francisco is just such a story, one deserving of not only commemoration, but permanence and civic stature commensurate with his personal achievements and extraordinary sacrifice. The goal of our proposal for Harvey Milk Plaza was to both tell this story and provide a new civic space for its ongoing future development. As such our redesign was first and foremost based on equality--- reflecting the words of Harvey Milk himself when he spoke "All men are created equal. No matter how hard they try, they can never erase those words." This plaza is accessible from all sides—through ramps, stairs, and elevator—excluding no-one. While the primary plaza occurs at a single level slightly elevated above the surrounding Castro neighborhood, yet accessible from multiple points, the underground area and subway access is given equal attention in our proposal. Our design transforms the underground passage to the MTA station into a vibrant "Arts Grotto" punctuated with carefully designed dramatic sunlight apertures—all used to illuminate temporary installations and other community projects. While the upper



plaza is a space of political equity, and freedom to relax, meet, or act—the underground grotto for the arts is a space of public experimentation and more radical artistic engagement.

***MALI Modern Art Museum / Lima, Peru - 2016***

The journey into this, as required by the site, subterranean museum complex begins by passing through a new megalithic cantilevered structure that combines the tectonic scale of historic cyclopean masonry with contemporary structural technologies and calculations of balance. The recycled aggregate cast megalith, a piece of seemingly ancient underground technology elevated to the plane of the contemporary city, marks the beginning of a gentle ramp sequence down into the depths of a submerged and hyper-botanical outdoor space equal in size to that of the existing courtyard in the adjacent 1872 Palacio de la Exposición, to which this project is programmatically attached. After visiting the primary museum floor- an expansive horizontal volume surrounded by smaller poche-embedded shaped rooms, visitors descend to the lower level through a second, brightly day-lit, interior mass structure into the more casual gallery, retail and café spaces. The end of museum sequence places visitors in the excavated outdoor gallery - shaded by the presence of the megalithic entrance structure hovering far above. Dappled in cool shade and surrounded by sculpture, visitors are transported from the everyday urban world into one of subterranean serenity made possible only through a uniquely Peruvian orchestration of art, color, architecture, botanical life, and megalithic structure. To sojourn underground doesn't always entail an unwanted visit into a basement- to visit the new subterranean extension of MALI. The ambition was to experience the opposite—a descent into a new genre of public and artistic space.



***Bard Live Arts Center / Annandale-on-the-Hudson, New York - 2014***

An interdisciplinary teaching, practice, and performance center associated with, and adjacent to, the Fisher Center for the Performing Arts designed by Frank Gehry- whom Mark Foster Gage, by coincidence, previously taught a design studio with at the Yale School of Architecture. The building unites, in an interconnected village layout under one roof, uniting the formerly disparate spaces that housed the colleges disciplines of theater, musical composition, musical performance, dance, and performance art. The studios for these various disciplines all focus on a large common lounge area to encourage interdisciplinary communication and collaboration between the various arts.

The limited budget of the building prohibited the use of custom materials, so the exterior was designed to be clad in a wood rain screen produced from 2" x 2" square profile dowels of various wood species mounted to a balloon frame support structure. These wood aggregations would then be stained with different hues of natural wood tones to produce a gradient color effect from top to bottom visible at a distance. The main lobby inverts this system to produce a cascading interior volume of immersive gradient wood effects.



**JCT Designs – Jocelyn Tremblay:**

Jocelyn is a classically trained Architectural Designer with most of her professional experience in High End Residential design. She has taken a professional break to raise four children and create a backyard homestead centered on dairy goats. She is excited to contribute her design expertise for this exciting new venture.

Education:

University of Notre Dame-1997 B. Architecture

Tufts University- Master of Arts in Teaching-Art Education 2004

Work Experience:

Grassi Design Group-2005-2008

Dell Mitchell Architects- 2000-2004

Catalano Architects- 1998-2000

**City Fresh Food, Inc. - Sheldon Lloyd:**

Sheldon is the CEO and Owner of City Fresh Foods, Inc., working at City Fresh for 23 years. Growing City Fresh to a \$10m business employing 120 mostly Boston residents.

City Fresh has MBE, DBE, and ABDC certifications, and serves local community organizations; afterschool programs, charter schools, Meals on Wheels, child and adult care agencies producing and delivering 10k meals per day and 60 deliver routes daily.

City Fresh will be an anchor tenant and is in the final stages of implementing an employee-stock purchase plan. Prior to City Fresh, Sheldon worked for State Street Bank and Eastman Kodak companies. City Fresh has managed 3 facilities and two extensive renovation projects of up to 20k SF.



**Hurst Landscape and Site Services, Inc. – David Hurst:**

David has been a lifelong resident of Dorchester and Mattapan. Having started a landscape maintenance business over 25 years ago, he has developed it into a full-fledged landscape construction company that makes the extra effort to train and employ from within the city of Boston.

Hurst Landscape and Site Services, Inc. is MBE certified and has worked on countless Boston Parks and Rec., Boston public schoolyard/park renovations, vacant lot renovations and maintenance for Boston's D.N.D., state schools, including Massasoit Community College and UMAS Boston.

More recently, they have been building urban farms throughout Boston such as, The Fowler Clark Farm in Mattapan (nominated by the Mass Historical Committee for restoration project of the year) and Tommy's Rock in Roxbury.

Hurst sees a need to provide training to Boston residents in order to keep them employed on the boom of construction and service projects that are being created every day, in and around The City of Boston.





## E. Project Partners:

### Impact Bioenergy

Impact Bioenergy™ develops and manufactures bioenergy products that allow communities and commercial food waste generators to lessen their environmental footprint and to conserve local soil resources, while also reducing their waste disposal and energy costs.



Impact Bioenergy™ is an experienced team of professionals with a singular focus: create a community of bioenergy customers who operate as part of an open-source network of small, decentralized facilities wherever high operating costs, environmental principles, or social principles are moving customers away from disposal. We build engineered products and provide the necessary support services to our customers to make new resources from organic materials. We make bioenergy systems happen quickly and cost-effectively. Our team has millions of tons of organic material diversion experience, and deep credentials in communication, technology sharing, new facility development, and team collaboration. Our core values and competency in biomethane, composting, soil manufacturing, gasification, and operations are specifically designed to make our customers successful and sustainable in the new environment of zero waste, distributed energy, renewable energy, and farm-to-table food supply.

We are defined by what we do rather than what we say. This will demonstrate what we stand for, what we believe, and why we do what we do. Our promise is to design with economics, environment, and society in mind. Ask us for our operating precepts to learn more about how we live our company culture.

### Completed Projects:

- Vashon Bioenergy Farm:** Community-scale bioenergy system on Vashon Island, Washington. For every 60 to 80 pounds of “waste” that would otherwise have been long-haul exported, Impact Bioenergy’s Nautilus generates one gasoline gallon equivalent (GGE). The NAUTILUS “upcycles” up to 8,000 lbs. of commercial food waste per day from the island Spring tofu factory and potentially others. This is enough to fuel a small fleet or provide heat & power to more than 40 homes.
- Fremont Brewing Company Microdigester:** Maximum energy output is 15,000 BTU per hour. Maximum digestate production is 130 lbs. per day (16 gallons per day). Some of the digestate is sold a liquid plant food and some is dried using a solar drying bed. The project was completed in partnership with the City of Seattle to demonstrate alternative organic waste recycling systems for businesses. This project also pulls commercial food waste from restaurants in the surrounding neighborhood - making this a hyperlocal community supported project.

#### At a Glance

MODEL:	NAUTILUS AD185-3
INPUT:	
Food Waste:	1,500 tons/year 8,000 lbs./day
OUTPUT:	
Max. Biogas Volume:	21,500 ft <sup>3</sup> /day (600 m <sup>3</sup> /day)
Max. Generation Capacity:	
Electricity:	50kW, or
Vehicle Fuel:	125 GGE/day
Plant Food:	950 gal./day



- Microsoft Campus, Redmond, WA: The project provides a zero-waste solution for the cafeteria and catering operations on the campus by recovering the nutrients, energy, water, carbon and organic matter embedded in the food and beverage waste associated with its operations. It enables Microsoft to have a zero-waste approach by generating renewable energy and commercially valuable organic fertilizer while avoiding waste trucking. The HORSE changes the way food, energy, water, traffic, and carbon are managed.





### Wellspring Harvest

Wellspring Harvest is the first commercial hydroponic greenhouse in the City of Springfield, located at 121 Pinevale Street in the Indian Orchard neighborhood. The quarter acre (15,120 square foot) greenhouse was completed in April 2018 and started selling lettuce in August 2018. Wellspring Harvest is bringing healthy, locally grown produce to area hospitals, schools, businesses, and residents. The greenhouse employs seven local residents and is organized as a for-profit worker-owned cooperative business.

The greenhouse will produce an estimated 250,000 plants a year (lettuce, greens, and herbs).

Wellspring Harvest Lettuce is available at the following locations:

- River Valley Market, Northampton
- Whole Foods, Hadley
- Randall's Farm, Ludlow
- Atkins Farm, Amherst
- Big Y Locations: Amherst, Chicopee, E. Longmeadow, Longmeadow, Ludlow, Southampton, South Hadley, West Springfield, Wilbraham
- Big Y Springfield: St. James, Cooley Street, Fresh Acres
- Big Y Westfield: Main Street, Silver Street



Wellspring Harvest also supplies institutions including Mercy Medical Center, Mt. Holyoke College, and Western New England University.

Wellspring Harvest also has a community engagement component including education about urban agriculture, hydroponic growing and sustainability. Tours and educational programs will be arranged with the Springfield Public Schools and the community. Wellspring is a partner in the Springfield Changemakers grant with the Springfield Schools and Boston College Lynch School of Education.

Wellspring Harvest addresses a number of social and environmental needs in the region and will contribute to economic and ecological well-being. It responds to the need for environmentally sustainable, season-extending food production that can produce at scale so that New England can achieve greater food independence despite its short growing season. Greenhouse production in Massachusetts remains small, with only 9 greenhouses in the state in 2007 of the size that Wellspring is proposing. Total production of greenhouse vegetables and herbs is less than 2% of the state's agricultural production, while many greens and herbs are only available from farms for 30-50% of the year. Institutional markets can provide stable, large scale demand which will enable greenhouses to build the capacity to produce at scale, and therefore at more affordable prices.



The Wellspring urban greenhouse also responds to the urgent need to create entry-level jobs in Springfield and to enable workers to accumulate assets to invest in housing, education, and better health. Wellspring's worker cooperatives provide job training and stable employment as well as profit sharing for low-income Springfield residents who have few opportunities to advance economically. Financial stability and employment are closely correlated with better eating and better health, and so Wellspring's job creation work is an important complement to increased access to nutritious food in the city.

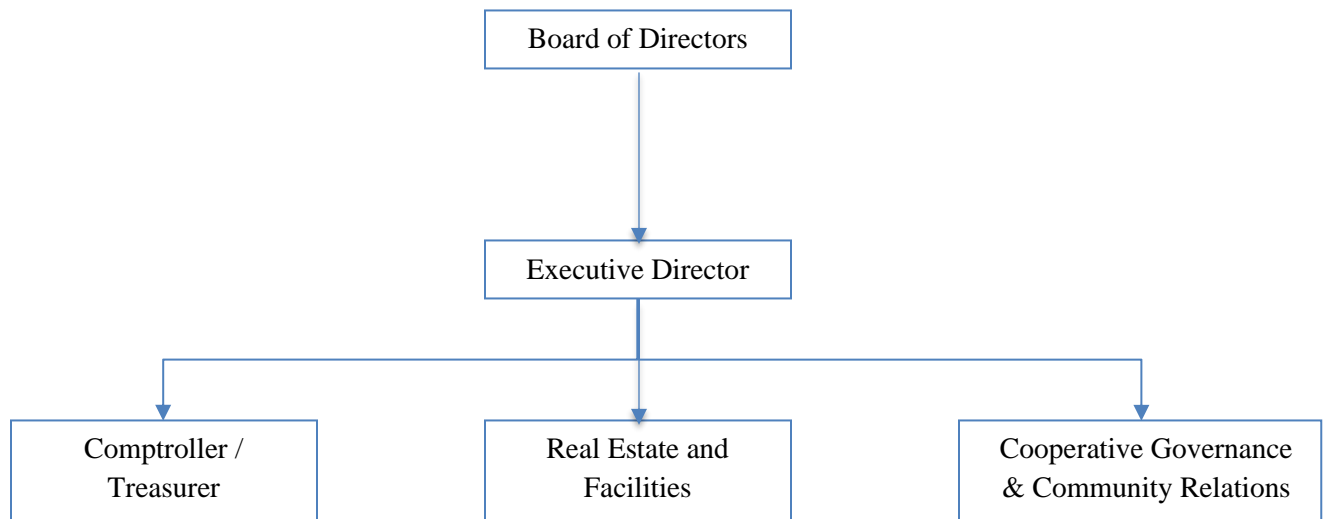
Finally, Wellspring Harvest helps hospitals, schools, universities and communities reach their public health goals. Institutional food purchasers are seeking local produce in response to a number of pressures, which is creating an unmet demand for year-round greenhouse production.

Hospitals have a new mandate to maintain population health in the federal Affordable Care Act, which means new attention to nutrition both inside the hospital and in the community as a critical element in addressing epidemic levels of obesity, diabetes, and heart disease. Public schools and colleges are also looking for healthier, fresh food alternatives in response to the demands of parents, students and health professionals.

**F. Organizational Structure of Development Team:**

The Neponset Cooperative Trust is an unincorporated trust. The current members of the development team manage the activities of the Trust with respect to responding to this RFP by assuming advisory board member capacity.

When the Trust will be incorporated, it will have the following organizational structure:



**G. Confirmation that no local, state, or federal taxes are due**

The Trust is currently unincorporated. The current members of the trust declare that they are in compliance with federal, state and local tax laws.

Attached are the Certificates of Good Standing issued by the Commonwealth of Massachusetts for the members of the development team:

- City Fresh Food, Inc.
- Hurst Landscape and Site Services, Inc.



*The Commonwealth of Massachusetts*  
*Secretary of the Commonwealth*  
*State House, Boston, Massachusetts 02133*

William Francis Galvin  
Secretary of the  
Commonwealth

Date: August 30, 2018

To Whom It May Concern :

I hereby certify that according to the records of this office,

**HURST LANDSCAPE AND SITE SERVICES, INC.**

is a domestic corporation organized on **November 06, 2012** , under the General Laws of the Commonwealth of Massachusetts. I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156D section 14.21 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

A handwritten signature in blue ink that reads "William Francis Galvin".

Secretary of the Commonwealth

Certificate Number: 18080586370

Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by:



## CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



CITY FRESH FOODS INC  
77 SHIRLEY ST  
ROXBURY MA 02119-3035

### *Why did I receive this notice?*

The Commissioner of Revenue certifies that, as of the date of this certificate, CITY FRESH FOODS INC is in compliance with its tax obligations under Chapter 62C of the Massachusetts General Laws.

This certificate doesn't certify that the taxpayer is compliant in taxes such as unemployment insurance administered by agencies other than the Department of Revenue, or taxes under any other provisions of law.

**This is not a waiver of lien issued under Chapter 62C, section 52 of the Massachusetts General Laws.**

### *What if I have questions?*

If you have questions, call us at (617) 887-6400 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 8:30 a.m. to 4:30 p.m..

### *Visit us online!*

Visit [mass.gov/dor](http://mass.gov/dor) to learn more about Massachusetts tax laws and DOR policies and procedures, including your Taxpayer Bill of Rights, and MassTaxConnect for easy access to your account:

- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief  
Collections Bureau

## **H. Legal or Administrative Action**

There no legal or administrative actions past, pending, or threatened that could relate to the conduct of the development team's business and/or its compliance with laws and other governmental requirements or its ability to execute the PDA, LDA and other legal documents and to close.

Attached are the Certificates of Good Standing issued by the Commonwealth of Massachusetts for the members of the development team:

- City Fresh Food, Inc.
- Hurst Landscape and Site Services, Inc.



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- Review or update your account
- Contact us using e-message
- Sign up for e-billing to save paper
- Make payments or set up autopay

Edward W. Coyle, Jr., Chief  
Collections Bureau

## **SECTION 3-7 | DEVELOPMENT PLAN**

## A. Narrative Description

The Green New Deal Innovation Center is the response of concerned members of the local business community to the rising environmental injustice and economic inequity currently eroding growth opportunity for their businesses and communities. On one hand, the legacy of income inequality in Boston neighborhoods, reinforced by limited access to home ownership opportunities and good education, has contributed not only to a reduced quality of life caused by air, water, and noise pollution, but also to a serious lack of preparedness for the devastating impacts of anticipate climate change. On the other hand, the expanding reach of real estate developers in the City of Boston is not displacing only low-income residents who can no longer afford housing in the City, but also small manufacturing businesses that can no longer manage their businesses effectively under the threat of fast rising lease rates.

The combination of rising environmental injustice and eroding economic equity will reverse only with the commitment of all community members and with bold action by policy-makers.

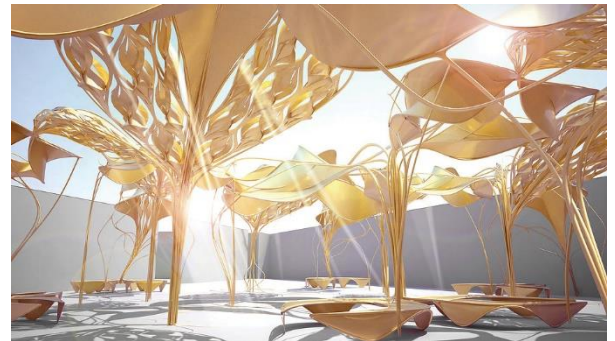
The GDCI will provide the nexus that will bring together multiple local businesses, education partners, local artists and artisans, and community members to grow the local economy and improve the environmental impact of local businesses. The Center will provide the base of operation for existing city-based local small businesses that require space for expansion and need to preserve their operations in the city. It will provide job training and certification space to education partners who will train and prepare community members for the jobs of the green economy. Finally, it will provide affordable space for artists, artisans, and light fabricators who are unable to afford the cost of remaining and locating in Boston.

This Innovation Center will be groundbreaking and a role model for cities going forward as it considers the needs of the immediate area as well as the impact it will have on the environment. Community members will also enjoy the benefits of open and inviting green space under the care of a socially-minded institution.

It will have a campus feel that encourages personal and professional development while showcasing the natural beauty of an open green space that produces local food, local power, and local jobs to enrich the lives of community members.

The architectural design of the center will incorporate the emerging technologies of today into the sustainable futures of tomorrow. It will use sculptural design elements that inspire in their form but also serve function; the solar pods are energy capturing and the shade and seating provided make the public space inviting and alluring. This future-looking and innovative spirit in design is what drives the Center's philosophy.

These designs are provided by world renowned architect Mark F. Gage of Mark Foster Gage Architects ([www.mfga.com](http://www.mfga.com)). The public buildings are situated in the campus-like setting and would all be LEED certified. The environmental impact would be a driving part of the design and construction without compromising the spirit of the design as we expect this to be a beautiful addition to the neighborhood and residential community.



### **Environmental Justice**

The Executive Office of Energy and Environmental Affairs (EOEA) in the Commonwealth of Massachusetts states that “Environmental Justice (EJ) is based on the principle that all people have a right to be protected from environmental pollution and to live in and enjoy a clean and healthful environment. EJ is the equal protection and meaningful involvement of all people with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies and the equitable distribution of environmental benefits.”

It is this principle that motivates and guides our project. Multiple studies commissioned by the EOEA have demonstrated that “low income and minority communities have historically been and continue to be disproportionately affected by environmental degradation and denied equal access to environmental benefits.”<sup>1</sup> A Northeastern University study of the dispersion of ecological burden of communities in the Commonwealth found that Roxbury, Dorchester, Mattapan, and Hyde Park placed in the lowest quartile among 362 communities in the State Environmental Ranking<sup>2</sup>. The same report concluded that individuals living in communities of color are twenty times more likely to be exposed to high cumulative environmental hazards.

The GDIC will improve the environmental conditions of the community in the following concrete ways:

- The Center will complement the Nature Center by maintaining an expanded open, inviting, and well-maintained green space in an area that has experienced a significant increase in housing construction and development activity. The World Health Organization describes green spaces as “fundamental to urban centers in that they provide refuge from noise, produce oxygen, filter out harmful air pollution, including airborne particulate matter, and moderate temperatures.”<sup>3</sup>
- The Center will contribute to meaningful reductions in carbon emissions by closing the food loop: from agricultural food production, to food manufacturing, to the anaerobic digestion of food waste along with the utilization of the residual heat and energy, while delivering healthy, fresh, and locally grown food. The food loop will operate as follows:



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<sup>1</sup> Rusty Russell, Karen Petho, Cameron Pratt, Carey Reeder, & Dan Schulte, *Environmental Justice Inventory for Ten Communities in the Greater Boston Area* (Tufts University 2005), 2.

<sup>2</sup> Daniel R. Faber, Eric J. Krieg, *Unequal Exposure to Ecological Hazards* (Northeastern University 2005), 10.

<sup>3</sup> “Urban Green Spaces,” WHO, <https://www.who.int/sustainable-development/cities/health-risks/urban-green-space>, (2019)

- Mattapan Harvest Greenhouses will operate 46,000 square feet of hydroponic greenhouse space and will produce different varieties of lettuce and small vegetables year-long that will supply both the colocated food manufacturing business, City Fresh Food, and the neighboring grocery stores, therefore providing healthy and fresh produce to the community and reducing the carbon footprint of that food.
- City Fresh Food is a Roxbury-based business that is on a mission to make our community healthier by delivering fresh, wholesome meals to organizations throughout the Boston area, by educating and advocating for more nutritious food choices, and by building sustainable careers for its dedicated staff and local growers.
- CERO Cooperative provides business-to-business food waste diversion services and will receive the food waste from the colocated food businesses, from the community, and from its own collection services. The food waste will be processed in its on-site anaerobic digester to recover methane and to produce heat and electricity. The process will also produce compost to create solid and liquid plant nutrients for the greenhouses. The electricity generated by the anaerobic digester will supply a portion of the electricity needs of the entire Center.



The GDIC will also help the City of Boston meet its own Zero Waste initiative requirements. The 2019 update to the Boston Climate Action Plan highlighted the Zero Waste Boston initiative, which aims to divert at least 80 percent of the City’s waste from landfills and municipal solid waste combustors by 2035. The Zero Waste Boston strategies could reduce carbon emissions from waste disposal by 60 percent<sup>4</sup>. CERO Cooperative, inspired to address climate and waste reduction goals, has diverted 12 million pounds of food waste to compost, which is then returned to support the agricultural food economy. For every ton of food waste composted with CERO, 0.71 tons of CO<sub>2</sub>e from landfilling emissions are avoided, and 0.24 tons of CO<sub>2</sub>e are returned to the soil via carbon sequestration.

### **Economic Equity**

Boston Mayor Martin J. Walsh stated in 2016 that “Equity is not only essential to achieving a just society, but it’s also a strategic imperative for our economy.”<sup>5</sup> A year prior to his statement the Federal Reserve Bank of Boston published a report titled the *Color of Wealth in Boston* showing that white households in the Back Bay neighborhood of Boston have a median net worth of \$247,500 while black

<sup>4</sup> *Climate Action Plan, 2019 Update*, (Boston, City of Boston, 2019)

<sup>5</sup> *Economic Inclusion + Equity Agenda*, (Boston, City of Boston, 2016)

households in Roxbury have a median net worth of only \$8 despite a distance between the two neighborhood measuring only one mile<sup>6</sup>.

While the inequity in Boston is the result of the confluence of several factors, maintaining a supply of good-paying jobs remains the most effective remedy. Stable income expectations make it possible for a household to maintain good banking relationships, acquire a home, and put itself on a path to wealth building. The stability of income expectations in Boston's low income neighborhoods is threatened by the falling affordability of commercial and manufacturing real estate in those neighborhoods. The success of the technology, life sciences, and financial services industries has resulted in a growing number of high income new Bostonians - individuals and households seeking home ownership opportunities in Boston's tight real estate market. It has also resulted in a growing number of well-supported and VC-funded startup and operating companies vying for a shrinking stock of office space. Labor and trade businesses located in communities where employees live and work are rapidly declining to this "new economy".

Real Estate developers have seized on the opportunity and have expanded the stock of housing and commercial real estate into low income neighborhoods and communities of color. This encroachment has caused lease rates to rise to the point where small manufacturing operations are no longer able to afford to remain in Boston. According to Cabbot and Company, asking rents in the Roxbury/Dorchester area were \$22.66 per square foot in 2019. Lease rates greater than \$20 per square foot have become the norm in an area where businesses that don't operate in new economy sectors require rates lower than \$15/sf.

The current state of the industrial real estate market is putting at risk a significant number of Boston small manufacturing businesses that are the generators of jobs for the community. Without a stable place of operation, it is not possible to expect improved job creation.

The GDIC will be the campus that hosts small manufacturing businesses that are being displaced by Boston's real estate market conditions. It will offer lease rate at a significant discount to market rates and an escalation mechanism that reflects the business conditions of the member businesses. Campus businesses would offer products to the consumers, who could come and purchase local homemade artisan products, similar to the "retail outlet" concept but for locally produced products direct from the producer.

Here is a list of a few local Boston Companies that would be tenants or owners:

- Commonwealth Kitchen
- About Fresh/ Fresh Truck
- Chinese Golden Age

This campus would allow for companies to own their building and stabilize their costs to remain in the City of Boston. These companies service and employ Boston.

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<sup>6</sup> Ana Patricia Muñoz, Marlene Kim, Mariko Chang, Regine O. Jackson, Darrick Hamilton, William A. Darity Jr., *The Color of Wealth in Boston* (Duke University 2015), 20.

### **Inclusion and Community Building**

The GDIC cannot be a resource for the community unless it offers upward financial mobility for the community members. The Center will offer that mobility via job creation, job training, and professional certificate programs.

The member companies are not startup companies that will expose the Center to startup risk. Rather they are successful businesses currently operating in Boston that need to expand. That expansion will generate a large number of jobs that are accessible to community members. Those jobs integrate substantial training and skill-gain opportunities that will improve worker standing and earning capacity.

The Center will also include a Learning Center that will host education partners. The Learning Center will contain classroom and practicum spaces to train technicians and managers in the following professional areas:

- Hydroponic Technicians
- Hydroponic Operations Managers
- Anaerobic Digester Technicians
- Heavy Equipment Operators
- Culinary Training and Food Handling Services
- Food Service Management (retail, wholesale, catering, restaurants)
- Entrepreneurial and Business Development
- Urban Farming



The development team has received the support of several educational institutions and training centers, including University of Massachusetts Amherst Extension faculty members, Impact Bioenergy, and CommonWealth Kitchen. The team is also exploring partnership opportunities with the Roxbury Community College and other local institutions to provide academic and professional training and certificate education programs.

### **Proposed Development – Space Allocation:**

City Fresh Foods	20,025 s.f.- manufacturing	1,250 s.f.-one floor offices
Education Center	7,200 s.f. Footprint (2 floors 14,400)	
Cero headquarters	6,100 s.f. Footprint (2 floors 12,200 s.f.)	
Business incubator/community flex	8,850 s.f. Footprint (2 floors 17,700)	
Coop grocery	8,025 s.f.	
Greenhouses	42,600 s.f.	
D.H. Landscape	6,956 s.f.- warehouse	300 s.f.- office
Open air pavilion	880 s.f.	



### 3-7 | DEVELOPMENT PLAN

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Anaerobic Digester	6,560 s.f. Prefab. Units
Road (2 lane 0.34 mile)	34,254 s.f.
Parking lot area	42,404 s.f.



## B. Required permits

### Zoning Conditions

The site is located in an Enterprise Protection Subdistrict of the Greater Mattapan Neighborhood. The following table illustrates the proposed land uses and the corresponding use code in Table C of Article 6 of the Boston Redevelopment Authority:

Proposed Use	Enterprise Protection (EP)
Light manufacturing use	A
Agency or professional office	A
Office space	A
Caterer's establishment	C
Community center	A
Open space	A
Art use	A
Auditorium	A
Local retail business	C
Trade school	C
Professional school	C

### Permits

Permitting Authority	Permit
City of Boston - Inspectional Services	<ul style="list-style-type: none"> <li>Long-Form Permit</li> <li>New Construction Permit</li> </ul>
Boston Water and Sewer Commission	<ul style="list-style-type: none"> <li>Dewatering Discharge Permits</li> <li>Hydrant Meter Permits</li> <li>Stormwater Construction Permits</li> <li>Stormwater Industrial Permits</li> </ul>
City of Boston - Parks Department	<ul style="list-style-type: none"> <li>Approval</li> </ul>
City of Boston - Environmental Department	<ul style="list-style-type: none"> <li>Approval</li> </ul>

## C. Conceptual Plans

### Site Plan

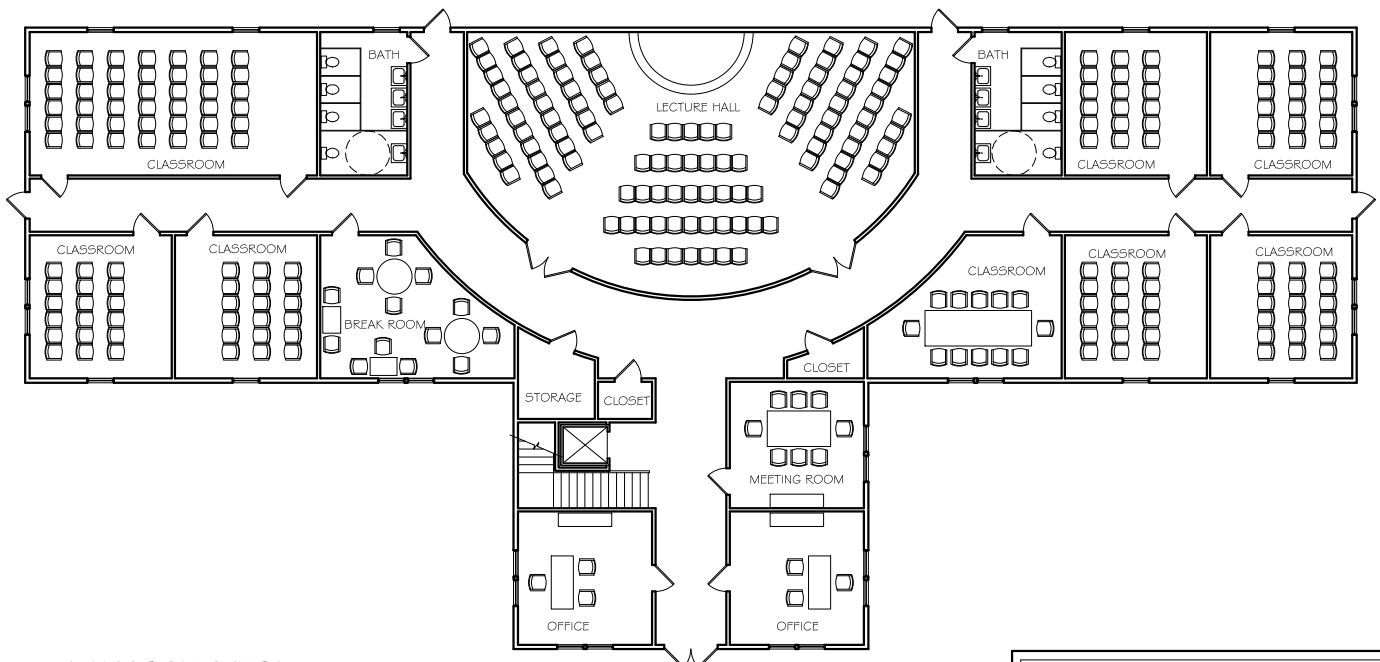


**Education Center**



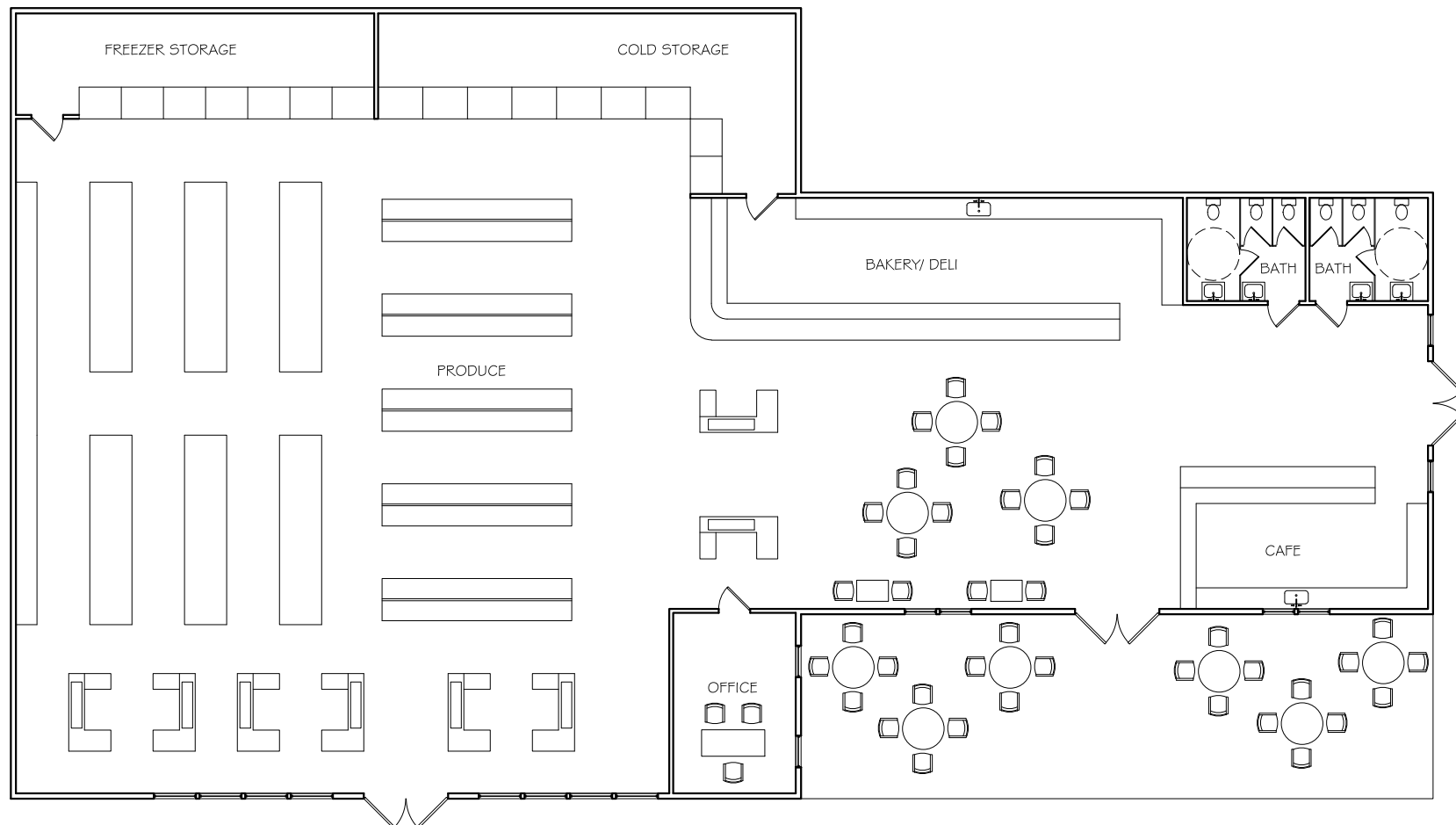
EDUCATION CENTER  
ELEVATION

JCT DESIGNS



EDUCATION CENTER  
FLOOR PLAN

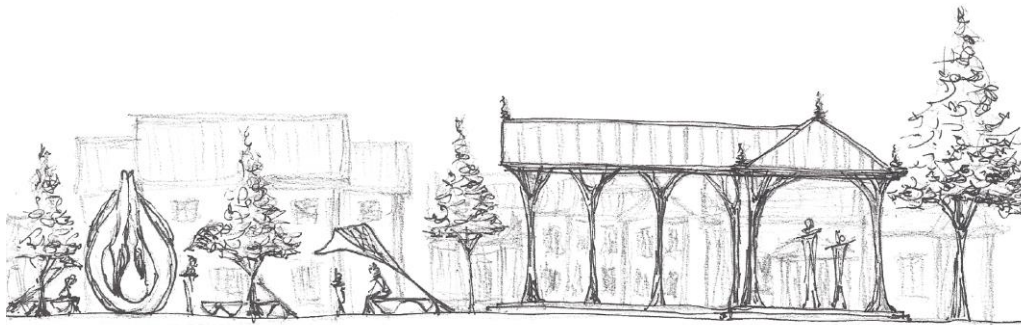
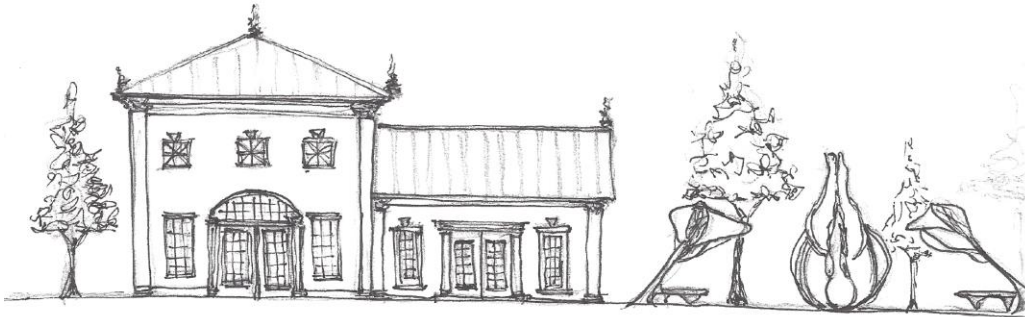
JCT DESIGNS



CO-OP GROCERY  
FLOOR PLAN

JCT DESIGNS

**Schematic Elevations:**



## D. Project Schedule

	<i>Month</i>	<i>Year</i>
<i>RFP</i>	October	2019
<i>Site</i>	March	2020
<i>Environmental</i>	April	2020
<i>Construction Financing</i>	September	2020
<i>Permanent Financing</i>	September	2020
<i>Plans</i>	October	2019
	June	2020
<i>Construction Loan Closing</i>	November	2020
<i>Construction Start</i>	November	2020
<i>Occupancy Certification</i>	April	2022
<i>Placed in Service</i>	April	2022
<i>Construction Complete</i>	April	2022
<i>Cost Certification</i>	July	2022
<i>Permanent Loan Conversion</i>	December	2022
<i>Full Lease-Up</i>	September	2022

## F. Economic Impact

The existing members of the Neponset Cooperative Trust will bring over 200 permanent jobs to this site. The Trust will continue to seek additional members from the growing pool of small businesses that currently operate in Boston and that are at risk of displacement. The Trust estimates that 50 additional jobs could be created when additional businesses are added to the Trust and locate their operations in the Center.

In addition to employment at the site, the GDIC will offer several job training and certificate education programs that will operate out of the large Learning Center, which will include 14 classrooms, one large amphitheater, and four conference rooms. Education at the Learning Center will be supplemented by practicum facilities at the greenhouse, the anaerobic digester, the on-site commissaries, and the landscape facilities.

### 1. Economic Benefits - Workforce Training

Workforce training at the GDIC will include a hydroponic greenhouse certificate program designed by UMass Extension, green landscape management, arboriculture, and other job training programs designed to be accessible for DMH clients and community residents.

- ***Hydroponic Certificate Programs:***

- *Hydroponic Technician*
- *Greenhouse Business Manager*

The hydroponic greenhouse market is experiencing significant growth in the United States. It offers advantages for year-long local food production and the resulting reduction in the carbon footprint of food consumed in the community. Its compact size makes it ideal for metro and urban centers where density and green space preservation are key. It reduces water use for agriculture by 90%, and it does not rely on harmful chemicals such as insecticides, herbicides, and pesticides to preserve high yields.

The growth in the hydroponic market has not been matched by a growth in skilled professionals who can operate and manage the greenhouses. As such, we have sought the support of the UMass Amherst Extension to develop certificate programs to not only train technicians and managers, but to also provide them with nationally recognized certificates that will provide them with professional and geographic mobility.

Two faculty members have prepared an initial course offering for a Technician Certificate that includes botany, chemistry, entomology, plant soil science and a practicum at the greenhouse. Additional business management courses could be added to prepare greenhouse managers.

- ***Anaerobic Digester Certificate Program:***

Anaerobic Digestion Certificate program will be run by Impact Bioenergy and modeled after the program they developed for UC San Diego. To receive the certificate, the students will acquire the requisite knowledge base via classroom education and practical training at the site, and must pass the Anaerobic Digestion Certification Exam.



This is the certification to give a basic understanding of the digester operation. Once complete each person receives a Certificate saying they successfully met the minimum knowledge standards and to certify there is a minimum basic understanding of anaerobic digestion.

**Course Content:**

- Types of digestion
- Biochemistry of fermentation
- Energy yield from organic waste
- Moisture and solids dynamics
- Optimizing biogas generation
- Flammability and explosive conditions
- Hydrogen Sulfide hazards
- Beneficial use of biogas
- Gas conditioning and corrosion issues

• ***Landscaping Job Training Program:***

David Hurst Landscaping will provide on the job training that complements the UMass certifications. For example, trainees will put their skills to work ensuring that the entire campus becomes a demonstration site for best management practices in stormwater retention and detention, conservation, and ecological land management. Hurst employs 15-20 in landscaping and will offer training for 15 new employees per year.

• ***Food Services Training Programs:***

At City Fresh Foods commissary, food production kitchen job-seekers will be trained in kitchen prep, delivery, scheduling, and business management.

**2. Economic Benefits – New Jobs**

The members of the Trust - City Fresh Food, CERO, and Hurst Landscaping - collective employ 152 workers, the majority of whom are Boston residents.

City Fresh Food projects adding 150 new jobs as it expands its operations. The company has received several new contracts from various local institutions, including the City of Boston and the Massachusetts Department of Transportation.

CERO's expansion will require at least 30 more employees. Those employees will be trained CDL drivers, equipment handlers, salespeople, administrative staff, and AD technicians.

Mattapan Harvest Cooperative is expected to require at least 25 workers. The workers will be trained in seeding, transplanting, harvest, packaging, delivery, greenhouse systems maintenance and management, sales, and administrations.

Company	Existing Jobs	New Jobs	Total Workers
City Fresh Food, Inc.	122	150	272
CERO Cooperative	10	40	50

Hurst Landscaping	15	10	25
Mattapan Harvest Cooperative	0	30	30
Additional Businesses	25	25	50
<b>Total</b>	<b>172</b>	<b>255</b>	<b>427</b>

#### **G. Employment for DMH Clients**

Existing Neponset Trust partners will bring 200 permanent jobs to this site. These are good jobs for the residents of Mattapan and we sustain a commitment to make 10% target minimum in employment and job training opportunities available for qualified DMH clients.

## **H. Housing Units for DMH Clients**

Though the Center will consist of operating space for local businesses, taking care of the workers is an integral part of the mission of the Trust. Policy decisions that tackle housing have generally focused on increasing the stock of housing. That policy response has proven insufficient in the face of the extraordinary growth in the population of high income residents who require housing in Boston.

The Center's response to the housing problem addresses primarily the wage security, by ensuring that local businesses that have been the engine of job growth can continue to operate in the city, expand, and offer more good paying jobs.

Members of the Trust understand that taking care of workers extends beyond providing good wages and intend to study the feasibility of offering affordable workforce housing where appropriate. Housing, however, is not included in the current plans.

## **I. Ongoing Ownership Plan**

The NCT is currently an unincorporated association. The current members intend to organize the Trust as a producers cooperative according the following proposed guidelines:

- The Neponset Cooperative Trust will own the land.
- The producer members (local businesses operating in the campus) will own 100% of the common equity shares in the cooperative.

## **J. Storm Water Management Plan**

The development team will design and implement systems to solve the problem of stormwater surges in the system, flash floods and back flow. To reduce the flow in a rainstorm the project will have a combination of planted roofs; stormwater retention basins and swales. The volume and capacity of each of these elements will be based on projections of precipitation in the 2030 / 2070 timelines. 10- and 100-year flood projections in this period are estimated to be between 5% and 10% greater than current levels. The BWSC report of 2015 contains the most current data on stormwater capacity.

The project's adviser on sustainability and resilience is Hubert Murray FAIA, urban planner, former Manager of Sustainable Initiatives at Partners HealthCare and member of the 2019 Boston Climate Action Plan Working Group.

## **K. Public Access to Pedestrians and Vehicles**

There are several public buildings in the Harvard Street-front area that will have pedestrian access along this campus setting as well as a private access road that serves the entire Center with ample parking designed.

The Green New Deal Innovation Center will have an open air public pavilion as a gateway for the Center. Green space designed with a campus feel will invite pedestrians to explore and enjoy this public park-like setting. There will be solar pods and design elements that create interest and serve the Innovation Center's philosophy and ideals.

The parking will have solar panels to provide shade and help in the energy production of the center. The other front corner of the site is anchored with retail space sourced by City Fresh Foods, the greenhouses on site, and the artists and artisans that are tenants of the Center, greatly reducing the carbon footprint of our food chain and providing healthy and local food to an underserved community. The Green New Deal Innovation Center will encourage pedestrian access, yet provide necessary roads and parking for the companies and people it serves.

## **L. Description of Target Market**

The Center will target local businesses that required commercial and industrial space. The industries targeted will include:

- Light manufacturers
- Food processors and producers
- Educational partners
- Artisans and artists

The Center will provide a food retail outlet modeled after a food cooperative. The outlet will expose the community to locally-grown fresh food that is healthy, local products made by resident artists and artisans, and garden soil and nutrients produced from the organic waste generated in the community.

## **M. Environmental Impacts**

### **Air Quality:**

The Center is designed with environmental remediation in mind. Not only will it preserve green and open space, it will also host businesses whose activities have beneficial impacts on the environment. The buildings will be LEED certified and situated in a way that enhances energy efficiency through the use of power and heat that the anaerobic digester generates.

### **Wild Life:**

The Center's low building density will minimize its impact on wildlife in and around the property. Hurst Landscape and Site Services will be situated along the northern boundary of the site, abutting the Nature Center. Hurst will utilize sustainable landscape designs to preserve and promote the growth of wild indigenous plants and to support the bio-ecosystem at the site.

### **Visual:**

The Green New Deal Innovation Center will have an open air public pavilion as a gateway for the Center. Green space designed with a campus feel will invite pedestrians to explore and enjoy this public park-like setting. There will be solar pods and design elements that create interest and serve the Innovation Center's philosophy and ideals.

The Center will complement the Nature Center and preserve green and open space in the community. The buildings will be positioned in a way that preserve low density and maximize the amount of open and green space.

Light industrial operations will be placed far from Harvard Street and away from public view. The greenhouses will be positioned towards the back of the property in order to maintain the agricultural theme of the northern half of the property.

### **Noise:**

The operations of the businesses in the Center do not generate high levels of noise. The hydroponic greenhouses do not contain continuous moving equipment and rely on manual labor for seeding, transplanting, harvesting and packaging. The anaerobic digester is a silent unit. Food manufacturing and processing utilize quiet equipment.

Noise from vehicles entering and exiting the Center will be infrequent during the day.

### **Traffic:**

Traffic will consist of vehicles belonging the businesses that operate in the Center. The fleets will consist largely of light trucks for delivery and a small number of specialized trash trucks.



## **N. Benefits to Surrounding Area**

The Green New Deal Innovation Center will bring significant visibility enhancements to an area where the density of housing development is increasing. The Center will preserve green space and provide elegant and inspiring buildings and structures that will reflect a character of community building and forward-looking thinking with respect to the environment and to the economic well-being of the community.

The Center will host local businesses that are facing the threat of displacement despite having served and employed the Boston community for decades. It will be a home to artists and artisans who enrich the community with products and services that are culturally relevant and that solidify the bonds between the community, artistic creativity and environmental vision within the context of an economy of solidarity and principled pursuit of success.

The Center will showcase the constructive character of worker ownership and all the benefits that accrue to a community when workers are given fair wages and agency in how their business is managed. The income earned by the workers and the profits generated by the businesses will stay in the community and contribute to the well-being of other businesses in the area.

The Center will be a resource to the community members where they will interact with the newest sustainable agricultural and energy generation technologies. They will interact with those technologies either in classrooms or in operating facilities that will provide the optimism and enthusiasm required to tackle Climate Change.

## **O. Analysis of the ways in which the proposal satisfies the CAC Development Guidelines in the RFP**

In keeping with the CAC Mission, the GDIC offers a complimentary mix of land uses consistent with market demand, community aspirations, and the creation of settings that are attractive, safe and promote enjoyment.

The goals of the Trust are in line with those of the CAC. Our core purpose is to preserve and add decent, well paying jobs targeted for residents of the area, including DMH clients and youth.

1. As recommended by the City of Boston Resident Jobs Policy, (<https://www.boston.gov/departments/economic-development/equity-and-inclusion-office/residents-jobs-policy-construction-projects>) 50 percent of construction work will go to Boston residents, a minimum of 25 percent to people of color, and ten percent to women.
2. GDIC will apply the same percentage goals for hiring into permanent jobs plus a 10 percent target of jobs to DMH and DYS clients. In addition GDIC will seek opportunities to provide youth training and employment opportunities.
3. The Neponset Trust, with GDIC intends to create of jobs for a Green Economy that are accessible for traditional low wage earners, those without higher educational degrees and those who face employment barriers as minorities, disabled individuals, youth and single parents. We will reach out to coordinate with providers for DYS and DMH clients to meet needs and promote inclusion in education and training opportunities at GCIC.
4. The majority of professional service contracts and construction jobs shall be awarded to minority firms and workers. WE will work in cooperation with government agencies and trade organizations to undertake community outreach to ensure that construction and permanent job employment goals are achieved. The Green Deal Opportunity Office, will provide accessible information and assist applicants in connecting with all programs onsite. In addition referral support to childcare services for employees and program participants will be available. Potentially a childcare facility could be established onsite.

Regarding CAC guidelines related to uses, site plan, security and amenities:

1. As too many employers in Boston facing escalating lease prices, the GDIC is being established to preserving and create new good, well paying jobs in light manufacturing, office and retail settings. CAC guidelines support this direction.
2. Job training, certification education and on-site employment placement respond to CAC priorities.
3. Prohibited noxious, toxic and environmentally threatening or dangerous uses would have no place in GDIC. There will be no large scale truck handling facilities nor open material storage.
4. Passive security shall be built in to landscape and roadway design and active security will be provided for the entire site.
5. With inviting access to the site from Harvard Street, residents, employees and visitors can easily enjoy the park-like feel and design that encourages walking and gathering among the buildings where they will be learning and working. In respect to CAC guidelines, the GDIC development will create a campus-like environment.

6. In addition the AD, greenhouses and landscape demonstration areas encourage visitors to learn and appreciate and be part of the environmental and agricultural innovations taking place on-site. Sensitive areas, slopes, fields and wetlands will be protected throughout the site.
7. Planned buildings will be no more than two stories and will be built using materials and colors that complement the surrounding neighborhood. Our building designs incorporate brick, stone, wood and other natural materials.

## **SECTION 3-8 | FINANCIAL INFORMATION**

**B. Beneficial Interest Disclosure Statement**

Disclosure attached in the next three pages.

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

**INSTRUCTION SHEET**

**NOTE:** The Division of Capital Asset Management and Maintenance (DCAMM) shall have no responsibility for insuring that the Disclosure Statement has been properly completed as required by law. Acceptance by DCAMM of a Disclosure Statement for filing does not constitute DCAMM's approval of this Disclosure Statement or the information contained therein. Please carefully read M.G.L. c. 7C, s. 38 which is reprinted in Section 8 of this Disclosure Statement.

**Section (1):** Identify the real property, including its street address, and city or town. If there is no street address then identify the property in some other manner such as the nearest cross street and its tax assessors' parcel number.

**Section (2):** Identify the type of transaction to which this Disclosure Statement pertains --such as a sale, purchase, lease, etc.

**Section (3):** Insert the exact legal name of the Public Agency participating in this Transaction with the Disclosing Party. The Public Agency may be a Department of the Commonwealth of Massachusetts, or some other public entity. Please do not abbreviate.

**Section (4):** Insert the exact legal name of the Disclosing Party. Indicate whether the Disclosing Party is an individual, tenants in common, tenants by the entirety, corporation, general partnership, limited partnership, LLC, or other entity. If the Disclosing Party is the trustees of a trust then identify the trustees by name, indicate that they are trustees, and add the name of the trust.

**Section (5):** Indicate the role of the Disclosing Party in the transaction by checking one of the blanks. If the Disclosing Party's role in the transaction is not covered by one of the listed roles then describe the role in words.

**Section (6):** List the names and addresses of every legal entity and every natural person that has or will have a direct or indirect beneficial interest in the real property. The only exceptions are those stated in the first paragraph of the statute that is reprinted in Section 8 of this Disclosure Statement. If the Disclosing Party is another public entity such as a city or town, insert "inhabitants of the (name of public entity)." If the Disclosing Party is a non-profit with no individual persons having any beneficial interest then indicate the purpose or type of the non-profit entity. If additional space is needed, please attach a separate sheet and incorporate it by reference into Section 6.

**Section (7):** Check "NONE" in the box if none of the persons mentioned in Section 6 is employed by DCAMM or an official elected to public office in the Commonwealth of Massachusetts. Otherwise list any parties disclosed in Section 6 that are employees of DCAMM or an official elected to public office.

**Section (8):** The individual signing this statement on behalf of the Disclosing Party acknowledges that he/she has read the included provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts.

**Section (9):** Make sure that this Disclosure Statement is signed by all required parties. If the Disclosing Party is a corporation, please make sure that this Disclosure Statement is signed by a duly authorized officer of the corporation as required by the statute reprinted in Section 8 of this Disclosure Statement.

DCAMM's acceptance of a statement for filing does not signify any opinion by DCAMM that the statement complies with applicable law.

This completed and signed Disclosure Statement should be mailed or otherwise delivered to:

Deputy Commissioner for Real Estate  
Division of Capital Asset Management and Maintenance  
One Ashburton Place, 15<sup>th</sup> Floor, Boston, MA 02108

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

The undersigned party to a real property transaction with a public agency hereby discloses and certifies, under pains and penalties of perjury, the following information as required by law:

(1) REAL PROPERTY: DCAMM Parcel ID 1405198410, Mattapan, MA abutting Harvard Street, between Walk Hill and Morton Streets.

(2) TYPE OF TRANSACTION, AGEEMENT, or DOCUMENT: Sale for development

(3) PUBLIC AGENCY PARTICIPATING in TRANSACTION: Commonwealth of Massachusetts Division of Capital Asset Management & Maintenance

(4) DISCLOSING PARTY'S NAME AND TYPE OF ENTITY: Laurel Holmes, acting on behalf of The Neponset Trust, a MA Cooperative Corporation (to be incorporated)

(5) ROLE OF DISCLOSING PARTY (Check appropriate role):

\_\_\_\_ Lessor/Landlord

\_\_\_\_ Lessee/Tenant

\_\_\_\_ Seller/Grantor

\_\_\_X\_\_\_ Buyer/Grantee

\_\_\_\_ Other (Please describe): \_\_\_\_\_

(6) The names and addresses of all persons and individuals who have or will have a direct or indirect beneficial interest in the real property excluding only 1) a stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation or 2) an owner of a time share that has an interest in a leasehold condominium meeting all of the conditions specified in M.G.L. c. 7C, s. 38, are hereby disclosed as follows (attach additional pages if necessary):

NAME

David Hurst

RESIDENCE

Boston

\_\_\_\_\_  
Sheldon Lloyd

\_\_\_\_\_  
Boston

(7) None of the above- named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (Check "NONE" if NONE):



NONE

NAME:

POSITION:

**DISCLOSURE STATEMENT FOR  
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY  
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

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- (8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

*No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i) acquires the time-share on or after a bona fide arms length transfer of such time-share made after the rental agreement with the public agency is executed and (ii) who holds less than three percent of the votes entitled to vote at the annual meeting of such organization of unit owners. A disclosure statement shall also be made in writing, under penalty of perjury, during the term of a rental agreement in case of any change of interest in such property, as provided for above, within thirty days of such change.*

*Any official elected to public office in the commonwealth, or any employee of the division of capital asset management and maintenance disclosing beneficial interest in real property pursuant to this section, shall identify his position as part of the disclosure statement. The commissioner shall notify the state ethics commission of such names, and shall make copies of any and all disclosure statements received available to the state ethics commission upon request.*

*The commissioner shall keep a copy of each disclosure statement received available for public inspection during regular business hours.*

- (9) This Disclosure Statement is hereby signed under penalties of perjury.

\_\_\_\_\_  
Laurel Holmes  
PRINT NAME OF DISCLOSING PARTY (from Section 4, above)

\_\_\_\_\_  
AUTHORIZED SIGNATURE of DISCLOSING PARTY      DATE (MM / DD / YYYY)

\_\_\_\_\_  
Laurel Holmes, Trustee  
PRINT NAME & TITLE of AUTHORIZED SIGNER



**C. Expenses**

The Neponset Cooperative Trust acknowledges that, in addition to the Total Consideration, the Trust will pay for all costs incurred by DCAMM in connection with the sale of the Disposition Property (or, if applicable, the portion of the Disposition Property included in the proposal). These include, but are not limited to, real estate consultants, appraisals, survey, architectural, engineering and legal expenses.

**D. Financial Statements**

I, Lor Holmes, acting as a representative of the Neponset Cooperative Trust development team, hereby certify that our investment team, represented by Westland Gate Capital, LLC, has the ability to close the sale with the Commonwealth in accordance with the terms and conditions of the LDA and to develop the Disposition Property to completion in accordance with the Trust's development plan.

Signed by: Lor Holmes

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October 14, 2019